

At an OTR staff meeting last week we came up with our own solution to the budget situation. The suggestion was made, "Well, Kirk teaches in every class. Just let him do it all." We can't let one activity go by without your participating in it, Kirk.

MR. KIRKPATRICK

It's always a great pleasure to be asked to talk to the Office of Training and to speak for you. I greatly enjoy twitting Mr. Baird about the amount of talking that I have to do for you, but if I'm not smart enough to avoid him when I see him coming, I guess I deserve it. I do want to advise you, however, that if this last quarter is any precedent in which I made something like fourteen different talks for OTR, that I may consider joining the Order of the Trappist Monks, who, as you know, take a vow of silence. But today I thought I would emulate the late Calvin Coolidge. As you know, he was noted for his brevity of comment. In fact, one Sunday the First Lady was ill, so he went to church alone. When he returned he went up to her bedroom and sat down and picked up the paper and started to bury himself in it. She said, "Calvin, what was the sermon about today?" He lowered the paper, looked over it, and said, "Sin." She said, "Calvin, what did he say about it?" He lowered the paper. "He was against it."

In pronouncing the benediction today I would like to use a quotation from Ralph Waldo Emerson. He said, "Nothing great is ever achieved without enthusiasm." [REDACTED] mentioned this, and if there is a single quote that I could give you that describes the attitude of the Office of Training, this is it. I've watched this office grow since the early days when Matt Baird first arrived on the scene and all the various

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components were doing their own training. When I was assistant director of OSO we gave up our training to pass it over to OTR, and one by one the various other offices and components yielded their precious held training until today the Office of Training has practically all of the training that's being done in the Agency. I also well recall Matt coming down to plead with us for qualified instructors, men with operational ability, men that were respected and able in their fields. Then when he left the division chiefs would come in and tell me how impossible it was to give him any of the people he asked for because they were so all-vital for operations. I'm delighted to say that I'm certain that era has passed, for once and for all. The Office of Training has one of the finest cadres of instructors, I'm sure, that any training service in the world has, and I think that our training is constantly improved. I subscribe, of course, to what Red said about the necessity for examining and re-examining constantly the subjects we are teaching and the way we are teaching them, particularly in view of the absolute necessity of the greatest economy of manpower. But I think in this we can be a little conceited and be proud of ourselves that we are probably doing with one man what the Soviets are doing with ten, and I am confident, as Mr. Dulles stated, that we can certainly lick them.

But in wishing you all a Merry Christmas and a Happy New Year, I will go back to Emerson. He said, "The reward of a job well done is having done it." Thank you very much.